

LINKAGE

The 2004 Linkage
**Excellence in Management &
Leadership Series**

Learning to Lead

Participant Guide



Featuring Tommy Franks

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Dear Participant:

Welcome to the Linkage broadcast, *Learning to Lead*. This is the ninth of ten broadcasts in Linkage's 2004 Excellence in Management & Leadership Series and features General Tommy Franks, former Commander of the US Central Command from July 2000 through July 2003. General Tommy Franks made history by leading American and Coalition forces to victory in Afghanistan and Iraq.

In this 90-minute broadcast, General Franks will draw from his extensive experiences in the military – from buck private through four-star general – to illustrate leadership, differentiate leadership from management, and explain the critical differences – differences that are important on the battlefield as well as in the corporate environment. General Franks will help leaders learn:

- How to turn managers into leaders.
- How to exponentially increase overall organizational effectiveness.
- How to empower their team to make decisions, take action, and assume responsibility.

These participant materials have been designed to complement your participation in this broadcast with General Franks. Use the materials **before** the broadcast to learn more about General Franks, his background, and his leadership philosophy.

General Franks will speak for the first hour and then respond to questions for the next 30 minutes. Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. Towards the end of the presentation, you will be asked to submit questions directly to General Franks via fax, telephone, and/or email. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction.

About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, and Brussels. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

Upcoming Events

Please join us for these upcoming programs. These broadcasts are offered live, by Linkage, on the following dates and times. Please check with the individual responsible for the broadcasts within your organization for any internal changes to the schedule.

November 30, 2004 (11:00am – 12:30pm EST/4:00pm – 5:30pm GMT)

Lessons in Leadership – **Richard Branson**, Founder and CEO of Virgin Corporation

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SECTION 1

PROGRAM MATERIALS

Introduction and Basic Premise

When war comes, you look for certain special qualities in the people you'll be working with. General Tom Franks embodies those qualities: strength, experience, a keen mind, energy, honor, good humor, and a deep loyalty to his troops and his country. Tom Franks is truly a soldier's soldier.

Secretary of Defense, Donald Rumsfeld

The military and business have much in common and can learn much from each other. Leaders in either enterprise are highly sought after and prized. When identified, they rise to become leaders of leaders.

The truly great ones leave a legacy of strong leaders whom have benefited from their example, their encouragement, and their mentoring. Great leaders develop other great leaders.

Throughout his career, General Tommy Franks has learned more lessons on leadership – from the importance of communication to the criticality of knowing your employees – than most leaders. Many of these lessons have been learned the hard way: learning under fire (in some cases literally), reflecting on lessons learned, and moving forward.

General Tommy Franks will share his leadership lessons and invite you to use his experiences to develop your leaders and yourself.

Question-and-Answer Session

General Franks will dedicate the last 30 minutes of his live broadcast to answer your questions. Complete the Question Form found on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Form. Your seminar coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be answered during your post-broadcast activities.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: http://www.linkageinc.com/dis/satellite_evals.shtml.
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 16 of this participant guide.

Pre-Broadcast Reading: A Leader's Leader

The following excerpt comes from American Soldier and speaks of Lieutenant Colonel Eric F. Antila who was the young Lieutenant Franks' commanding officer in Vietnam. At various points in the book, Franks mentions Antila as one of his mentors – a person he respected and from whom he learned the important leadership lessons that served Franks well throughout the years.

In the book, Franks relates the incident where Colonel Antila demonstrated the importance of loyalty. The fact that Franks recalls this point vividly and after so many years speaks to the importance of the lesson. The incident unfolds several days after a stormy battle along the Kinh Doi Canal on the south side of Saigon. During the battle, Lt. Franks coordinated flurries of artillery fire and called in a number of air strikes. As could be expected, there was collateral damage. Unfortunately, headquarters felt that someone would have to answer for this collateral damage.

I woke up when the Huey from U.S. Army Vietnam headquarters clattered in to land at the Battalion command post. The fighting had been over for four days. Eric Antila was up at Division with the other Battalion commanders, reporting on the engagement. A two-star general and two colonels climbed out of the helicopter and asked for the 5-60 Artillery LNO (liaison officer).

I buttoned my shirt and saluted. None of the senior officers shook my hand; nor did they smile, or exchange the usual pleasantries. One of the colonels was from the Inspector General's office; the other was a JAG (Judge Advocate General) lawyer. He presented a printed form and directed me to swear that my statement was voluntary, true, and complete.

*What the f***'s all this about?*

Half an hour later, as we drove from blasted house to shattered factory, I'd begun to figure it out.

"What hit this building?" the IG colonel asked, pointing at a ruined warehouse beside the canal.

"Five-hundred-pound high-drag bomb, Sir," I answered.

"And you ordered the air strike?"

"Yes, Sir."

The questions were all the same. We spent an hour driving through the area, reviewing targets on which I had ordered fire missions, or air strikes, or both. By the end of that hour I realized what was going on: These sour-faced senior REMFs were looking for someone to court-martial for employing excessive force in case there was trouble over the destruction of this district on the outskirts of Saigon.

During my months in combat, I'd come to understand that a soldier owes loyalty to his unit and to his boss. A leader must be able to count on the complete support of his subordinates.

As Eric Antila climbed into that jeep and assumed full responsibility for my actions during the Battle of the Y Bridge, however, I realized that loyalty not only flows up the chain of command: It flows down as well.

Lt. Tommy Franks

And every time we stopped, either the General or one of the colonels would ask: “And you are sure that the unit you supported was in contact?”

It looked like I might be going to DEROS (Date Eligible to Return from Overseas) sooner than expected – wearing handcuffs.

We were examining a burned-out house near the command post when Lt. Colonel Antila’s muddy jeep pulled up. He saluted the officers and walked along with us as we continued the inspection of the ruined buildings.

After he’d heard two of the team’s formally phrased queries, Eric Antila stepped between the general and me. “Sir,” he said quietly, looking the man right in the eye. “Those are excellent questions. But you’re asking the wrong man. The duty log will reflect that every fire mission and air strike was cleared by Echo Alpha – Eric Antila. Lieutenant Franks simply relayed my orders.”

The General squinted at Antila, then looked at me. “Lieutenant, you are dismissed,” he finally said. Then he turned to the JAG lawyer, who swore in Lt. Colonel Antila.

Over the years, I have replayed that drama in my mind thousands of times. And I’ve learned more about Lt. Colonel Antila since that hot afternoon along the Kinh Doi Canal. He had been slated for retirement following this tour, a combat tour that he had specifically requested from his desk job as a nuclear weapons officer in Europe.

He didn’t have to risk his life in Vietnam. And he certainly didn’t have to risk a court martial, a dishonorable discharge, and the loss of his pension to take care of an OCS lieutenant.

During my months in combat, I’d come to understand that a soldier owes loyalty to his unit and to his boss. A leader must be able to count on the complete support of his subordinates. As Eric Antila climbed into that jeep and assumed full responsibility for my actions during the Battle of the Y Bridge, however, I realized that loyalty not only flows up the chain of command: It flows *down* as well.

Eric Antila retired from the Army as a colonel, shortly after having bravely commanded one of the best battalions in Vietnam. I loved and respected him until his death in 2003. And all he taught me at the Y Bridge lives on to this day.

From American Soldier, pages 104-106.

Pre-Broadcast Reading: Being in Charge

The following is an excerpt from Tommy Franks' book, American Soldier. Captain Tommy Franks was commander of Howitzer Battery, 1st Squadron, 2nd Armored Cavalry Regiment stationed in the Bavarian town of Bayreuth, West Germany. In 1973, the last of the Vietnam-era draftees were completing their tour of service, and the new all-volunteer Army had not yet taken hold. Drugs were rampant and morale was low.

...I still had a lot to learn about leadership. That summer, one of the Battery officers complained to me about a young trooper I'll call Garcia. He had been one of the Battery's best soldiers, but he'd gone to hell in a hurry.

"He's always late for morning formation," the lieutenant said. "His platoon sergeant has to ride him to shave and to wear a clean uniform. And last night, he cussed me out. I'm recommending a court martial, Sir."

The lieutenant handed me the paperwork and Garcia's personnel folder. There was something strange here: Garcia had re-enlisted six months earlier; he'd passed the GED for a high school diploma, and had been nominated for Soldier of the Quarter. "I'll talk to him," I said.

When Garcia shuffled into my office, it was obvious that he was not a happy soldier. He glared at me after a sloppy salute. "Wanted to see me?" No *Sir*, no *Captain*.

I wasn't about to play his game. "What the hell is wrong with you, Garcia? You used to be a sharp trooper. But your platoon leader is recommending we run your ass out of the Army. What's the story?"

Garcia studied my expression, his face clenched, flushing with anger. "You really want to know?"

"Let's hear it."

"Four months ago the Red Cross called that my grandma died. In East New York, Brooklyn." He started to cry. "She raised me and my little brother. I went to the chain of command and put in for emergency leave like I was supposed to. They said I couldn't be spared ...that the team needed me. Request denied."

Garcia wiped his eyes, then stared at the floor.

"I was worried about my brother." He started sobbing again.

"Well, they put him in a foster home. And then, last month, the Red Cross calls again. Some Brooklyn thug had screwed my brother and cut his throat. I wanted to go home to bury him, but again the lieutenant said the organization was more important. Request denied."

*...being in charge
doesn't automatically
mean you know what's
going on.*

Captain Tommy Franks

If a trooper comes to you with a problem, remember this: It's your problem, and it's my problem. We're not going to lose good soldiers because we don't give a rat's ass about them as people.

Captain Tommy Franks

How could something like this have happened in a Battery of 180 soldiers, without my ever hearing about it?

When Garcia looked up, his face was hot with pain and hatred.

“Captain, you can take this organization – the Battery, the Squadron, the U.S. Goddamn Army, the whole f***ing country – and shove it up your ass.

There were tears on my own cheeks. I came out from behind the desk and put my arm around him. “What happened is my fault. I know it’s too late now, but you’ve got your leave. Go home. Take as long as you need. When you get back, if you still want out of the Army, I’ll make sure you get an Honorable Discharge.”

The next morning, I assembled the officers and senior NCOs in the cramped Battery Ops Center.

“Soldiers have a lot of moving parts,” I began. “They require regular maintenance. They are human beings, not machines. They will do amazing things if they know you care about them.”

I told them Garcia’s story, without assigning blame to anyone but myself. “What I’ve learned is that being in charge doesn’t automatically mean you know what’s going on. That’s going to change in this battery.”

The Battery clerk brought in two stacks of personnel folders. I picked up a handful of individual records. “I’m not going home each night until I’ve read twenty of these. By the time this drill is over, I’ll know every soldier’s first name, hometown, and something about his family. I expect you to do the same.”

The men at the table nodded.

“If a trooper comes to you with a problem, remember this: It’s your problem, and it’s my problem. We’re not going to lose good soldiers because we don’t give a rat’s ass about them as people.”

From American Soldier, pages 125-127.

During The Program

- Participate!
- Submit questions to be addressed by General Franks during the question-and-answer session. He will speak for the first hour and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet (found on the next to last page of this guide), submit an e-mail, or call in when prompted during the program.
- General Franks asks that you engage in the presentation and subsequent questions and answers. If you wish, use the following pages to take notes on points important to you.

Lt Tommy Franks

General Tommy Franks

[illegible]

General Tommy Franks
speaking to the Joint
Chiefs of Staff

[illegible]

*You kill the roots,
Tommy Ray, and the
tree will fall.*

*Make your way by
unexpected routes and
attack unguarded spots.*

Sun Tzu

*Will squandered in an earlier time,
Was recast –*

*Tempered liquid hot
In a bath of Irresolute Times,
Conscience misplaced,
The metal would be tightly bound,
Slick and pulsing sweat –*

*Measure it, weigh it, stand in
Awe – test it not.*

Poem written by Franks during the 1979 hostage standoff in Tehran

More notes

Haul ass and bypass.

Strategy attributed to General George Patton recognizing that the ultimate objective of any campaign is the enemy's center of gravity. This same strategy served as Franks' basis for the invasion of Iraq.

[illegible]

Post-Broadcast Activities

Complete and submit the program evaluation form found on the last page of this guide or online at: http://www.linkageinc.com/disl/satellite_evals.shtml.

Activity 1: Self-Reflection and Discussion

- What in General Franks’ presentation struck a special chord with you? Why?

- How do General Franks’ lessons relate to your role as leader and developer of leaders?

- Franks likes to state, “Leadership is management with personality.” Do you agree or disagree. Why or why not?

*Only the curious will learn
and only the resolute
overcome the obstacles
to learning. The quest
quotient has always
excited me more than the
intelligence quotient.*

Eugene S. Wilson
(featured on the Tommy
Franks website:
www.tommyfranks.com)

*One person with passion
unleashed can
accomplish more than 99
people with mere
enthusiasm enabled.*

Entelechy, Inc.

We don't want to forget [9/11/2001] because the lives that we lead and that our grandchildren lead from now on are going to be influenced by what happened in this country on 9/11/01.

General Tommy Franks
speaking to a corporate
audience, Aug 2004

The only thing worse than working with a coalition is working without one.

Winston Churchill

Activity 2: A Leader’s Leader

Tommy Franks provides many anecdotal facets of effective leaders in his book and in the presentations he gives. Below are several anecdotes. Select from among them and draw lessons that apply to you in your leadership role.

“You don’t manage a group of soldiers up a hill under fire. You lead them.”

In speaking about the 9/11 Commission: “Spend less time worrying about what was and more time worrying about what we’re going to do next.”

You don't manage a group of soldiers up a hill under fire; you lead them.

Tommy Franks on the difference between management and leadership

“When I was a private soldier, I would complain about the lieutenants. When I was a lieutenant, I’d complain about the colonels and when I was a colonel, I’d complain about those suckers ‘up there’ who were generals. All of a sudden, I realized that I had become ‘them’!”

In discussions with President Bush after 9/11/2001: “We ought to put stuff in motion to be ready to do whatever it is we may have to do in order to protect the future.”

I defer to no man in my love of troopers; I still consider myself a soldier. But it's often been necessary in our nation's history to fight for our freedoms, and it's never been more necessary than today. It seems to me that fighting terrorism has more to do with our kids and grandkids than with us.

Tommy Franks

Activity 3: Your Authentic Self

Warren Bennis and Joan Goldsmith, in their book, Learning to Lead (Basic Books, New York, 2003), suggest that first and foremost “leaders are people who are able to express themselves fully. They know who they are, what their strengths are (and how to use them), and what their weaknesses are (and how to compensate for them). Their primary characteristic is *authenticity*.”

As you have seen in the presentation (and in his book, if you read it), General Tommy Franks is nothing if not authentic. What is your authentic self? Who are you as a leader? What do you stand for? How do you show up to others? What do you believe in?

1. From the list of 10 leadership traits below, circle the one or two that BEST DESCRIBE who you are as a leader.

Honest	Competent	Forward-looking	Inspiring	Intelligent
Fair-minded	Broad-minded	Courageous	Straightforward	Imaginative

As leaders we tend to emphasize those traits that are most meaningful to us because they – above all other traits – touch upon our core as a leader. As we have grown as leaders through our experiences, these traits have risen to the top and represent our authentic self.

2. What experiences did you have that shaped and molded you into the leader you are today? What life and leadership experiences caused you to select the trait(s) you selected above?

3. What are the leadership strengths associated with the trait(s) you selected? (For example, being forward looking may help you plan strategically and stay at the forefront of your industry.) Do you display these strengths?

4. What are the possible leadership shortcomings associated with the trait(s) you selected? (For example, being forward-looking often means that your company/department/team is experiencing constant change.) How do – or might – you compensate for these shortcomings?

*The best of all rulers is
but a shadowy presence
to his subject.*

*Next comes the ruler they
love and praise;*

*Next comes the one they
fear;*

*Next comes the one with
whom they take
liberties...*

*Hesitant, the best does
not utter words lightly.*

*When his task is
accomplished and his
work done the people all
say, “It happened to us
naturally.”*

Lao-tzu, Tao Te Ching

Activity 4: Great Leaders

Great leaders provide us with glimpses of ourselves and what we can be. Great leaders illustrate – through their actions – the characteristics and traits to which we aspire. Time magazine published a list of Leaders and Revolutionaries: Twenty People Who Helped Define the Political and Social Fabric of our Times (see <http://www.time.com/time/time100/leaders/>). They list:

David Ben-Gurion	Ho Chi Minh	Winston Churchill	Mohandas Gandhi
Mikhail Gorbachev	Adolf Hitler	Martin Luther King	V.I. Lenin
Nelson Mandela	Pope John Paul II	Ronald Reagan	Eleanor Roosevelt
Teddy Roosevelt	Margaret Thatcher	Unknown Rebel	Franklin Delano Roosevelt
Margaret Sanger	Lech Walesa	Mao Zedong	Ayatullah Khomeini

Pick two leaders – from this list or your own – and list their traits, characteristics, and actions that make them effective leaders. Then describe how you might build up those traits, characteristics, and ability to act in your self and in other developing leaders.

Trait, Characteristic, Action	Development Strategy

If we had to do it all over again – armed with what we know today – I’m sure some of the decisions would be different. I am not at all sure, however, that all the different decisions would be better.

Tommy Franks reflecting on postwar Iraq

Tommy Franks reflecting
on postwar Iraq

[illegible]

Final Activity: Action Planning

Imagine that your leadership development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

- What do you need to do by the end of this month?

- What do you need to do by the end of this week?

- What do you need to do tomorrow?

Often people complain that they just weren't given the opportunity.

Want more opportunity? Tackle more problems.

Want a bigger opportunity? Go after a bigger problem.

Don't have enough problems of your own? Go solve one of your boss's problems.

You'll learn more about a road by traveling it than by consulting all the maps in the world.

Hannibal

Materials Written By or About Tommy Franks

The following materials are written by or about Tommy Franks and are listed in order of publication:

- *Paula Zahn Now: Interview with Tommy Franks*. (Aired September 6, 2004.) For a rough transcript, see <http://cnnstudentnews.cnn.com/TRANSCRIPTS/0409/06/pzn.00.html>.
- *Frankly Speaking: Ted Koppel Interviews Retired Gen. Tommy Franks About Iraq*, August 2, 2004. See http://abcnews.go.com/sections/Nightline/US/koppel_franks_040802-1.html.
- *American Soldier*. Tommy Franks. ReganBooks/HarperCollins, New York, 2004.
- *Q&A: The General's War*. (Peter J. Boyer talks with The New Yorker's Daniel Cappello about Franks' career path and his political skill, the future of the American military, and covering the war from Doha, Qatar.) See http://www.newyorker.com/online/content/?030630on_onlineonly01.
- *Cigar Aficionado's Interview with General Tommy Franks*, December 2003. See <http://www.infowars.com/print/ps/franks.htm>.
- *Statement of General Tommy R. Franks, Former Commander of US Central Command Before the Senate Armed Services Committee*, July 9, 2003. See <http://armed-services.senate.gov/statemnt/2003/July/Franks.pdf>.

You may also wish to visit the Tommy Franks website at <http://www.tommyfranks.com>.

Biography of Tommy Franks

Tommy R. Franks (born June 17, 1945) is a retired General in the United States Army, previously serving as the Commander-in-Chief of United States Central Command, overseeing American military operations in a 25-country region, including the Middle East. Franks succeeded General Anthony Zinni to this position on July 6, 2000 and served until his retirement on July 7, 2003. He was succeeded by General John Abizaid.

He was the U.S. general leading the attack on the Taliban in Afghanistan in response to the terrorist attack on the World Trade Center and The Pentagon. Franks also led the 2003 invasion of Iraq and the overthrow of Saddam Hussein and was commander-in-chief of the American occupation forces.

Franks was born in Wynnewood, Oklahoma but grew up in Texas, attending the same high school as Laura Bush in Midland. After trying his hand at the University of Texas in Austin, Franks realized that he was "too spoiled, unfocused, and immature to get much out of college" and that he "had a lot of growing up to do."

In August of 1965, Tommy Franks joined the Army believing that "I wanted to get out in the world and do something real. And being a soldier was about as real as you could get." After

Ain't this a great country.

Tommy Franks

basic training in Fort Leonard Wood, Missouri, Franks received training as a crypto-analyst – a code breaker – in Fort Devens, Massachusetts. While finishing up crypto-analyst training, Franks applied for Officer Candidate School and appeared for his interview. At the conclusion of the interview, the interviewing First Sergeant reluctantly approved Franks' request saying, "You'll never be an officer worth a damn. But if you stick with it, you might make a hell of a sergeant one day."

General Franks was commissioned a second lieutenant in 1967 as a distinguished graduate of the Artillery Officer Candidate School, Fort Sill, Oklahoma. After an initial tour as a battery Assistant Executive Officer at Fort Sill, he was assigned to the 9th Infantry Division, Republic of Vietnam, where he served as Forward Observer, Aerial Observer, and Assistant S-3 with 2nd Battalion, 4th Field Artillery. He also served as Fire Support Officer with 5th Battalion (mechanized), 60th Infantry during this tour.

In 1968, General Franks returned to Fort Sill, where he commanded a cannon battery in the Artillery Training Center. In 1969, he was selected to participate in the Army's "Boot Strap Degree Completion Program," and subsequently attended the University of Texas, Arlington, where he graduated with a degree in Business Administration in 1971. Following attendance at the Artillery Advance Course, he was assigned to the Second Armored Cavalry Regiment in West Germany in 1973 where he commanded 1st Squadron Howitzer Battery, and served as Squadron S-3. He also commanded the 84th Armored Engineer Company, and served as Regimental Assistant S-3 during this tour.

General Franks, after graduation from Armed Forces Staff College, was posted to The Pentagon in 1976 where he served as an Army Inspector General in the Investigations Division. In 1977 he was assigned to the Office of the Chief of Staff, Army where he served on the Congressional Activities Team, and subsequently as an Executive Assistant.

In 1981, General Franks returned to West Germany where he commanded 2nd Battalion, 78th Field Artillery for three years. He returned to the United States in 1984 to attend the Army War College at Carlisle, Pennsylvania, where he also completed graduate studies and received a Master of Science Degree in Public Administration at Shippensburg University. He was next assigned to Fort Hood, Texas, as III Corps Deputy Assistant G3, a position he held until 1987 when he assumed command of Division Artillery, First Cavalry Division. He also served as Chief of Staff, First Cavalry Division during this tour.

His initial general officer assignment was Assistant Division Commander (Maneuver), First Cavalry Division during Operation Desert Shield and Operation Desert Storm. During 1991-92, he was assigned as Assistant Commandant of the Field Artillery School at Fort Sill. In 1992, he was assigned to Fort Monroe, Virginia as the first Director, Louisiana Maneuvers Task Force, Office of Chief of Staff of the Army, a position held until 1994 when he was reassigned to South Korea as the CJG3 of Combined Forces Command and U.S. Forces Korea.

From 1995-97, General Franks commanded the Second Infantry (Warrior) Division, Korea. He assumed command of Third (U.S.) Army/Army Forces Central Command in Atlanta, Georgia in May 1997, a post he held until June 2000 when he was selected for promotion to general and assignment as Commander in Chief, United States Central Command.

General Franks' awards include the Defense Distinguished Service Medal; Distinguished Service Medal (two awards); Legion of Merit (four awards); Bronze Star Medal with "V" (three awards); Purple Heart (three awards); Air Medal with "V"; Army Commendation Medal with "V"; and a number of U.S. and foreign service awards. He wears the Army General Staff Identification Badge and the Aircraft Crewmember's Badge.

General Franks' retirement was announced on May 22, 2003. Secretary Donald Rumsfeld had offered him the position of Army Chief of Staff, but he declined. On July 7 General Tommy Franks turned over command of Central Command to General John Abizaid.

General Franks lives with his wife, Cathy, in Tampa, Florida and speaks on his experiences, the lessons he learned, and –most of all – his love of his country.

SECTION 2

FORMS

Question Sheet

Use this form to write your question for General Tommy Franks for discussion. Please write legibly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)

Tel 801.303.7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

Learning to Lead Featuring Tommy Franks

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales
Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

3) Any suggestions on what we can do to improve?

4) May we use any of these comments for promotional purposes (including name and organization)? Y N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session? Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series? (Please rate your top five, "1" being most interested)

___ James Champy
___ Deborah Tannen
___ Steve Jobs
___ Philip Knight

___ Edgar Shein
___ Maya Angelou
___ Francis Hesselbein
___ John Scully

___ Margaret Wheatley
___ Robert Kaplan
___ Chris Argyris
Other _____

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